



CITY AUDITOR'S OFFICE

Fire Staffing and Succession Planning

September 16, 2025

AUDIT NO. 2409

CITY COUNCIL

Mayor Lisa Borowsky
Barry Graham
Vice Mayor Jan Dubauskas
Adam Kwasman
Kathy Littlefield
Maryann McAllen
Solange Whitehead



September 16, 2025

Honorable Mayor and Members of the City Council:

Enclosed is the audit report for *Fire Staffing and Succession Planning*, which was included on the Council-approved FY 2025/26 Audit Plan. This audit was conducted to evaluate the effectiveness of the Scottsdale Fire Department's succession planning, including review of staffing, recruitment, and training of key personnel, as well as the potential impact to staffing levels due to the expected increase in firefighter retirements over the next few years.

As of early fiscal year 2025/26, about 60% of sworn firefighters in supervisory and leadership positions were eligible for retirement. To address this loss in experience, SFD has increased hiring of new firefighters, expanded its promotional academies, completed leadership assessments, and other succession planning activities. We recommend developing a formal succession plan that consolidates this information and includes a career development guide, skills and qualifications assessments, projections of future staffing needs, and a strategic training plan and budget.

Additionally, we recommend that SFD evaluate the costs and benefits of reducing overtime usage by increasing staffed positions in the short term. This would allow the Department to train more firefighters to fill the anticipated vacancies. Staffing needed for daily minimum coverage in FY 2025/26 is expected to exceed the number of authorized positions, increasing reliance on overtime to provide shift relief. As well, during FY 2024/25 SFD's ability to staff positions was impacted by higher rates of separations, promotions and job changes, and training time, resulting in higher overtime costs.

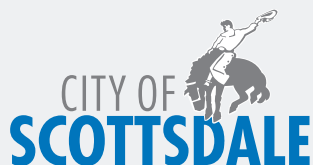
If you need additional information or have any questions, please contact me at (480) 312-7851.

Sincerely,

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Fire Staffing and Succession Planning

Audit No. 2409

WHY WE DID THIS AUDIT

The audit evaluates the effectiveness of the Scottsdale Fire Department's (SFD) succession planning, including review of staffing, recruitment, and training of key personnel, as well as the potential impact to staffing levels due to the expected increase in firefighter retirements over the next few years.

BACKGROUND

The Scottsdale Fire Department (SFD) was established in 2005, when the contract with a fire service provider ended.

After 20 years of service, the firefighters hired when the department was created are now eligible to retire through the Public Safety Personnel Pension System (PSPRS). A small portion have already retired, having transferred or purchased years of credited service from an eligible organization or reached the age of 62, with 15 or more years of service.

PSPRS members that joined prior to 2012 may also enroll in the Deferred Retirement Option Plan (DROP) upon retirement, which allows participants to defer pension benefits and continue working up to 5 years (or up to 7, if qualified).

WHAT WE FOUND

A succession plan with expanded training and development strategies is needed to prepare SFD for the retirement of many top-ranking firefighters over the next few years.

About 60% of sworn firefighters in supervisory and leadership positions are eligible for retirement. SFD has expanded its promotional academies and increased hiring over the past year. To bridge the gap in experience, a strategic approach to training and development is needed. In addition to developing a formal Succession Plan document, areas for improvement include:

- Providing a career development guide to firefighters
- Assessing and document skills, strengths, and qualifications of its existing workforce, and develop a prioritized/strategic training plan to fill identified skills gaps.
- Identify training-related costs and align the training budget with the training plan.

Using overtime to cover daily shift staffing can be costly and does not allow SFD to hire and train additional firefighters to fill upcoming vacancies.

- By the end of FY 2025/26 staffing need to provide daily minimum coverage of Emergency Operations will exceed the number of authorized positions, increasing reliance on overtime to provide shift relief.
- Rank promotions, job changes, and increasing training needs are not typically addressed in staffing calculations but impacted the ability to staff daily shifts and resulted in higher overtime usage during FY 2024/25.
- Improving tracking of other activities, such as wildland firefighting and special event staffing, would allow for further analysis of staffing needs.
- Documentation of data and assumptions used in its staffing calculations could be improved. As well, further automation of its open shift assignment process would improve efficiency and ensure overtime assignment policies are consistently applied.

WHAT WE RECOMMEND

We recommend the Fire Chief:

- Develop a formal Succession Plan that includes: a strategic training and development plan and budget, a career development guide, assessment of skills and qualification within the existing workforce, and projections of future talent requirements.
- Evaluate organizational or policy changes that would expand the candidate pool for management roles or availability of specialty-certified firefighters.
- Evaluate whether adjustments to staffing calculations are needed and improve documentation of data and assumptions used.

Management agreed with the recommendations.

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OBJECTIVE AND SCOPE

An audit of *Fire Staffing and Succession Planning* was included on the City Council-approved fiscal year FY 2025/26 Audit Plan. The audit objective was to evaluate the effectiveness of the Scottsdale Fire Department's (SFD) succession planning, including review of staffing, recruitment, and training of key personnel. The audit evaluates the potential impact to staffing levels due to the expected increase in firefighter retirements over the next few years, including the use of overtime to fill staffing needs. Review of overtime management controls was limited to overtime assignment processes.

BACKGROUND

In 2005, the City established the Scottsdale Fire Department (SFD) after its contract with a fire service provider ended. The City, which already owned the fire stations and apparatuses (fire suppression vehicles), hired the contractor's firefighters and purchased the necessary equipment.

Establishing a municipally operated fire department allowed the City to join the Regional Automatic Aid System (see *textbox*).

SFD operates 16 fire stations across the City, covering approximately 184 square miles, including the McDowell Sonoran Preserve. The newest fire station, Station 612, located near Hayden Road and Mayo Blvd, is expected to be completed during the summer of 2025.

Staffing Standards

As required by the Regional Automatic Aid agreement, SFD staffs each engine and ladder truck with a 4-member crew. Based on SFD policy, this consists of one Captain, one Engineer, and two Firefighters. While all firefighters are certified as Emergency Medical Technicians (EMTs), SFD also requires that two of these four positions be Paramedics with Advanced Life Support training.

Firefighters work 24-hour shifts, averaging 56 hours per week. SFD runs three rotating shifts to provide 24 hours/7 days per week coverage. To maintain this constant staffing coverage, SFD designates some firefighters as "Rovers" to fill shifts when the assigned firefighters are on leave or other duty (such as vacation, sick leave, military duty, or training).

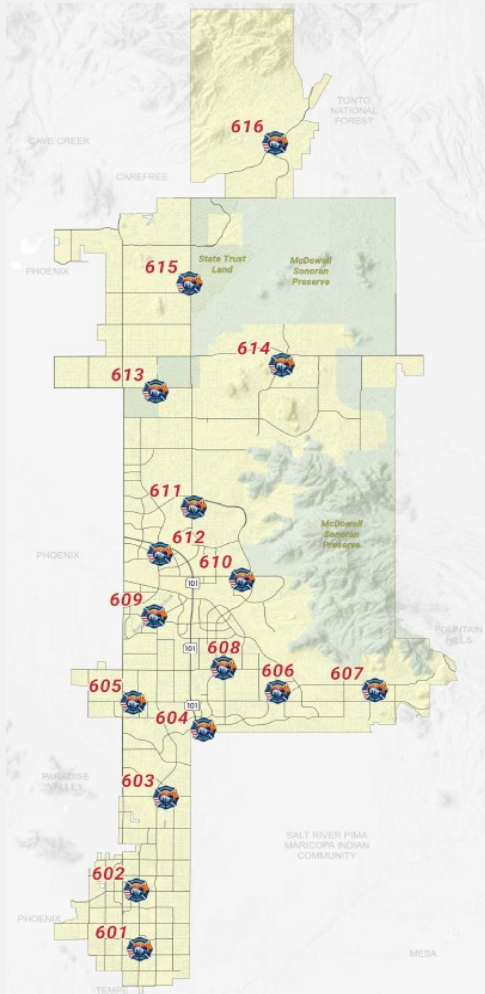
As of the end of fiscal year 2025, all fire stations were staffed daily with at least one engine or ladder crew, and eight stations had additional apparatuses. Due to higher call volume, two stations ran additional units:

Regional Automatic Aid

Through an intergovernmental agreement (IGA) with other valley municipalities, the closest firefighters are dispatched to emergency fire and medical calls, regardless of jurisdiction.

Among other service requirements, the IGA requires that SFD follow National Fire Protection Association guidelines for "full staffing" of four firefighters on fire engines and ladders and establishes minimum training standards.

Fire Station Locations:



SOURCE: Provided by City GIS department.

- **Station 602** staffed both an engine and a ladder truck (8 firefighters) because of high call volume at this downtown location.
- **Station 601** in south Scottsdale also received more calls and maintains an additional 2-person team for low acuity or non-emergency calls. To free up the fire engine and team, this unit operates during peak hours (8 AM to 6 PM) and uses a truck instead of a fire apparatus or ambulance. SFD plans to add an additional 4-person engine crew to this station in FY 2025/26.

Ambulance Program – In FY 2024/25, SFD was approved to establish an in-house Ambulance Program. Ambulances are staffed with two firefighters, including at least one Paramedic. The Department is phasing-in services and continues to work with its third-party ambulance services provider during implementation.

- Phase 1 added an ambulance at stations 602, 608, and 615.
- Phase 2, with an expected implementation date of December of 2025, adds an ambulance at stations 601, 605, and 614.
- Phase 3 is expected to add 3 more ambulances in FY 2026/27.

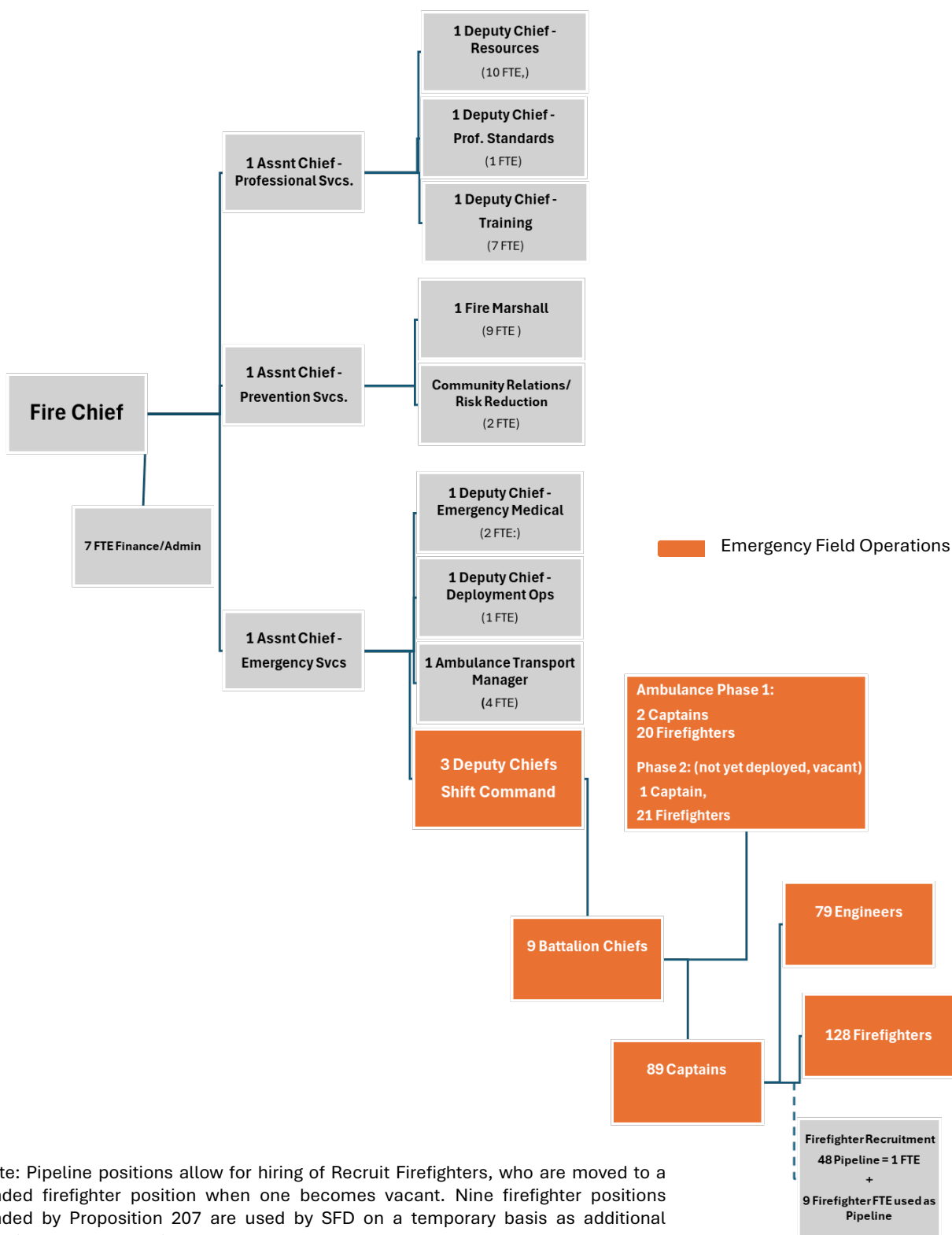
Department Organization

The Fire Chief, along with three Assistant Chiefs, provide leadership for all personnel, programs and functions. As illustrated in the organizational chart in Figure 1, on page 3, SFD is organized in the following Divisions:

- **Prevention Services** is responsible for enforcing fire codes, conducting inspections, and investigating fire causes, while also promoting public safety through education and community outreach.
- **Professional Services** is responsible for personnel administration, internal compliance, performance benchmarking, policy maintenance, and safety and wellness. Units include Resource Management, Training and Professional Standards.
- **Emergency Services** is responsible for the delivery of 9-1-1 emergency response 24 hours a day, 365 days a year. The department consists of: Operations, Emergency Medical Services (EMS), and Ambulance Transportation. The Division is mostly staffed by sworn Fire Fighters, Engineers and Captains who work a 56-hour work week.

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Figure 1. Fire Department Organization, with FY 2025/26 Approved Positions.



Note: Pipeline positions allow for hiring of Recruit Firefighters, who are moved to a funded firefighter position when one becomes vacant. Nine firefighter positions funded by Proposition 207 are used by SFD on a temporary basis as additional pipelines for new recruits.

SOURCE: Auditor analysis of SFD organization, budgeted personnel, and position roster, as of July 31, 2025.

Operating Budget and Expenditures

As shown in Table 1, expenditures for FY 2024/25 totaled \$74.6 million, with the adopted budget increasing to \$93 million in FY 2025/26. Personnel services account for the largest portion of Department spending, representing about 76% of total expenditures in FY 2024/25. This 21% increase from the prior year was primarily related to the Phase 1 implementation of the Ambulance Program, as well as higher overtime costs for training and special events.

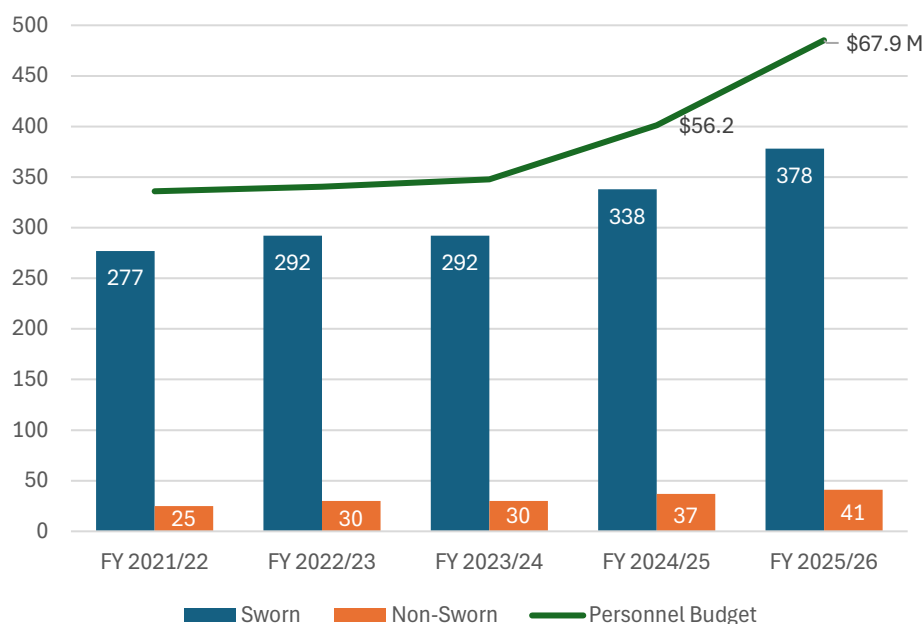
Table 1. Scottsdale Fire Department Expenditures by Fiscal Year.

	2021/22	2022/23	2023/24	2024/25	2025/26 (Adopted Budget)
Personnel Services	\$48,092,129	\$46,725,471	\$46,810,425	\$56,699,248	\$67,929,121
Contractual Services	10,325,195	\$14,357,988	\$16,796,350	\$14,761,838	\$18,713,246
Commodities	1,426,970	\$1,632,633	\$2,799,298	\$2,893,886	\$4,725,513
Capital Outlays	716,834	\$251,393	\$726,319	\$271,915	\$1,953,207
Total	\$60,561,128	\$62,967,485	\$67,132,392	\$74,626,887	\$93,321,087

SOURCE: Auditor analysis of budget to actual reports and annual budget books.

The Council-adopted personnel budget for FY 2025/26 included 419 full-time-equivalent (FTE) positions, an increase of about 12% primarily related to Phase 2 of the Ambulance service, staffing of a new fire station, restaffing of a fire truck at a busy station, and an additional Technical Rescue Team (to be funded by Proposition 490 monies). As illustrated in Figure 2, this is an additional 44 FTE positions, including 39 sworn firefighters and 5 civilian (non-sworn) positions.

Figure 2. Five-year Trend, Budgeted Personnel and Costs.



SOURCE: Auditor analysis of position control reports at fiscal-year-end and annual budget books.

Firefighter Retirements

When SFD was established in 2005, all firefighters were enrolled in the Public Safety Personnel Retirement System (PSPRS). With an enrollment date of July 2005, these firefighters qualify for Tier 1 benefits and are eligible for normal retirement after either 20 years of service or age 62 and 15 years of service. All firefighters that enrolled in 2005 accrued 20 years of service with SFD in 2025. About half of those firefighters have already separated, some of them retiring because they reached age 62 or transferred qualifying service years from other employers.

Deferred Retirement Option Plan (DROP) – Tier 1 public safety members with 20 years of credited service have the option to enroll in the Deferred Retirement Option Plan, allowing city-approved participants to defer pension benefits and continue working up to five years (some members may qualify for 2 years of extended DROP). ¹ DROP does not increase participant’s pension benefits, which are calculated when they enter DROP, but it allows participants to continue earning a salary while accumulating interest on deferred pension benefits that will become available upon retirement. According to a 2024 actuarial report, PSPRS assumes about 65% of eligible Tier 1 members will choose to enter the DROP program upon retirement. As shown in Figure 3 below, as of July 31, 2025, SFD had 134 Tier 1 members, of which, 46 were enrolled in DROP and 61 were eligible to enroll in the plan or retire.

Figure 3. Retirement plans and status of sworn firefighters as of July 31, 2025.

	Normal Retirement	No. of Firefighters	Retirement Eligibility
TIER 1 <i>Hired before Jan 1, 2012¹</i>	<ul style="list-style-type: none"> 20 years of credited service; no age minimum. 15 years of service AND age 62. 	134	46 in DROP 61 Eligible to Retire/DROP 27 Not yet eligible (55% will be eligible in 3 years or less)
TIER 2 <i>Hired between Jan 1, 2012, and Jun 30, 2017</i>	<ul style="list-style-type: none"> 15+ years of credited service AND minimum age 52.5. 	38	None eligible within 5 years.
TIER 3 <i>Hired on or after Jul 1, 2017</i>	<ul style="list-style-type: none"> 15+ years of credited service AND minimum age 55. 	154	None eligible within 5 years.

SOURCE: Auditor analysis of PSPRS retirement plan documents and SFD position reports as of July 31, 2025.

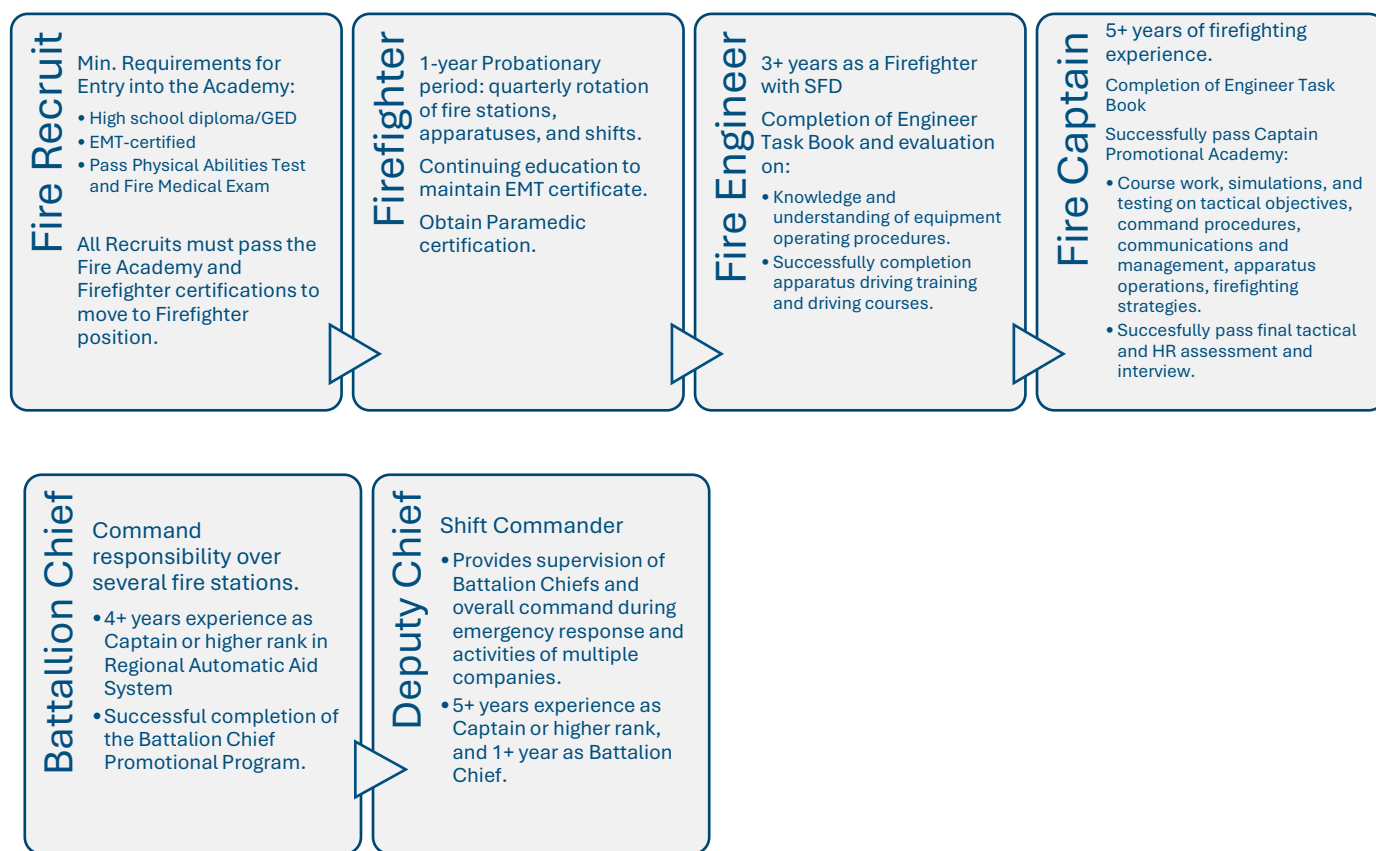
¹ In 2022, new legislation allowed existing DROP participants to extend enrollment up to two additional years, with employer approval. Future DROP members must be 51 years old and have 24.5 years of credited service when they enter DROP to be eligible for extended years.

Firefighter Training and Development

Emergency response personnel receive on-going training at all phases of their career and are promoted through the firefighter ranks based on their experience and aptitude. Basic requirements for each position or rank is illustrated in Figure 4. Certain specialized assignments require additional training and certification, as well as continuing annual education. These assignments are compensated with a higher rate of pay (about \$1.5 to \$3.9 per hour more):

- Aircraft Rescue and Firefighting (ARFF): All crews assigned to Scottsdale Airport must have this certification.
- Hazardous Materials (HazMat): One HazMat certified crew is staffed each day to operate the HazMat equipment.
- Technical Rescue (TRT): Firefighters with training in rope or mountain rescues. One TR certified team is currently staffed each day, but an additional team will be deployed in FY 2025/26.
- Advanced Life Support (ALS/ Paramedic): Half of each fire crew must be certified paramedics and trained in advanced life support. The majority of SFD calls are medical related and SFD requires that at least half of the assigned team be certified.

Figure 4. Training and promotional requirements by firefighter rank.



SOURCE: Auditor analysis of job descriptions, promotional task books, and academy curriculum.

FINDINGS AND ANALYSIS

1. A succession plan with expanded training and development strategies is needed to prepare SFD for the retirement of many top-ranking firefighters over the next few years.

A significant portion of SFD leadership is eligible or will be eligible for retirement within the next few years, highlighting the importance of strengthening the Department's succession planning efforts. About 60% of sworn supervisory or leadership positions are at risk of separation, with many already enrolled in the Deferred Retirement Option Plan (DROP). These leadership positions require years of experience and rigorous testing which makes the positions difficult to replace without proper planning. While SFD has expanded promotional academies and undertaken some succession planning activities, a formal Succession Plan is needed. This plan should include a career development guide, documented skills assessments and inventories, as well as a strategic training plan and budget.

Succession planning is a deliberate and ongoing effort to maintain leadership continuity in critical positions, retain organizational knowledge, and encourage employee advancement.

A. About 60% of sworn firefighters in supervisory and leadership positions are eligible for retirement.

The majority of those eligible to retire are in crucial supervisory or leadership positions, such as Captains, Battalion Chiefs, Deputy Chiefs, and Assistant Chiefs. Because of the timing of the Department's inception, SFD has historically experienced relatively low turnover in these positions. According to SFD internal records, there have been about 50 separations in these positions over the past 20 years; however, nearly half of them occurred within the last 4 fiscal years due to retirements. The primary areas that will be impacted over the next few years are:

- **Emergency Field Operations.** About 56% of leadership positions, including Captains, Battalion Chiefs, and Deputy Chiefs (Shift Commanders), are either in the DROP program or are eligible for retirement. These roles are critical for managing emergency response. A breakdown by rank is shown in Table 2, on page 8.
- **SFD Administration** – All sworn staff within senior management are eligible for retirement, and over half are currently participating in the DROP program. This includes 3 Assistant Fire Chiefs and 5 Deputy Chiefs who lead and support three departments: Prevention Services, Professional Services and Emergency Services.

The sharp increase in retirements in these highly experienced roles creates vacancies that cannot be filled simply by hiring more firefighters. For example, the Fire Captain role requires at least 5 years of firefighting experience, completion of Fire Engineer and Captain training requirements, as well as maintaining firefighting and emergency medical response certifications.

Further, promotion to Captain also involves rigorous internal testing and evaluation processes to assess the candidates' readiness to lead a fire crew. During SFD's first Captain Academy in FY 2024/25, only 16% of candidates passed this evaluation process.

Table 2. As of July 2025, nearly one-third of emergency response firefighters are eligible for retirement and/or DROP.

	At Risk of Separation			Filled Positions	Percentage At Risk
	In DROP	Retirement/ DROP Eligible	Total		
Field Operations:					
Deputy Chief	1	1	2	4	50%
Battalion Chief	4	1	5	5	100%
Captain	16	22	38	71	54%
Engineer	13	26	39	70	56%
Firefighter	5	3	8	158	5%
Operations Total	39	53	92	308	30%
Administration:					
Assistant Chief	2	1	3	3	100%
Deputy Chief	3	2	5	5	100%
Administration Total	5	3	8	8	100%

SOURCE: Auditor analysis of department position roster as of July 31, 2025, payroll reports on pension contributions and department-provided information on years of service and DROP enrollment.

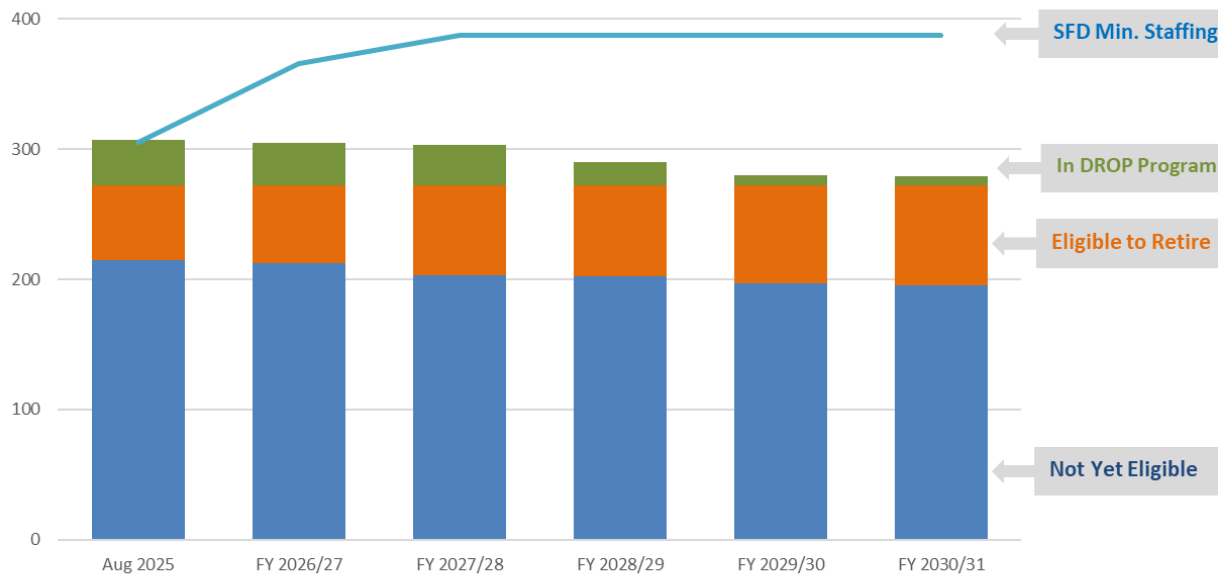
Potential loss over the next five years – The potential loss of experienced firefighters in Emergency Field Operations over the next five fiscal years is illustrated in Figure 5, on page 9. While the Department cannot accurately predict when firefighters will choose to retire, those enrolled in DROP must fully retire within five years or extend it an additional 2 years, if qualified. The illustrated estimates assume a 5-year DROP participation (though participants may retire earlier) and half of those enrolled as of July 2025 will complete 5 years by 2028.

Figure 5 also illustrates SFD anticipated minimum staffing levels for constant coverage of emergency response positions. At the beginning of FY 2025/26, the total minimum required positions for daily staffing were filled. However, the Department will need to fill over 40 new firefighter positions during the year for the additional ambulance units, fire engines, and technical rescue team that were authorized.

With regards to SFD management positions, as sworn firefighters in administrative roles retire, the Department could also consider whether some structural reorganization may allow a different candidate pool to fill those roles. For example, SFD recently classified the Emergency Transport Manager position as non-sworn, hiring a retired firefighter for that administrative function. A recommended succession planning strategy is to determine future talent requirements including analyzing various roles and developing a long-term vision.

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Figure 5. SFD is at risk of losing about a third of its current firefighters due to retirement over five fiscal years.



SOURCE: Auditor analysis of SFD's years of service tracking document, Position Roster report as of July 31, 2025, and FY 2024/25 payroll expenditure reports

B. A strategic approach to training and development is needed for preparing firefighters with the skills to fill the upcoming vacancies.

To make up for the experience that will be lost over the next 3 to 5 years, SFD has implemented promotional academies to prepare captains and battalion chiefs. However, with the increased rank promotions and hiring of new recruits, SFD management expressed concern that fire crews will have less combined experience than in the past. As such, a strategic training program will be essential for preparing future leaders and firefighters to handle emergencies they may not have previously encountered. Also, earlier career development guidance can build a pipeline of future leaders.

- 1. A career development guide is needed.** SFD provides information on position requirements and career advancement through its job descriptions, promotional packets, and performance conversations with staff. However, SFD has not created a comprehensive career development guide or handbook to communicate career paths and the steps needed to prepare for future advancement. Career or professional development handbooks are commonly used by other fire service organizations to explain promotional requirements and suggest career paths for different job levels. These handbooks describe roles and list the certifications and experience required to qualify for the next role. The handbooks also encourage staff to follow a professional development plan that includes recommended training, courses, and education.

2. **Skills and qualifications inventories need improvement.** A recommended strategy for succession planning includes identifying gaps in core technical competencies to assess the strength and readiness of existing talent pools. As part of its strategic goals, the Department has used consultants to conduct leadership skills assessments, and some staff were enrolled in additional leadership training. However, there has not been an ongoing evaluation of staff development progress or a comprehensive assessment of the skills, knowledge, and abilities of the workforce. Implementing a structured analysis would enable more informed decision-making regarding training priorities and provide monitoring of professional growth across the department.

Additionally, the Department tracks firefighter specialty certifications (see Background, page 6) through a tracking spreadsheet and in its scheduling system, but only personnel actively filling the specialty roles and receiving specialty pay are tracked. As firefighters transfer or promote to new positions, leaving vacancies in the specialty roles, SFD should assess the potential cost and benefit of encouraging them to maintain their specialty certifications through continuing annual education. By doing so, the Department could retain the training and skills that have already been developed.

3. **A strategic approach to training and development is needed.** To support effective succession planning, it is recommended to develop staff competencies through a variety of initiatives or programs, including but not limited to educational opportunities, training programs, coaching/mentoring programs, certifications, and job rotation programs. To support staff development, the department has taken the following steps:

- *Captain and Chief Academies:* In FY 2024/25, SFD offered both a Captain Academy and Battalion Chief Academy. The academies provide candidates with essential training and course work. At the completion of the academies, candidates undergo a testing and evaluation process to determine eligibility for a rank promotion.
- *Two-Year Training Calendar:* A comprehensive two-year training calendar is available to all staff. It includes details about when promotional academies and specialized training opportunities are scheduled to occur.
- *Leadership Skills:* The department has created leadership training courses and is currently developing a full leadership series.

To ensure training efforts are effective and aligned with organizational needs, development programs should be based on the results of a thorough workforce assessment (as detailed in the prior section). The department should adopt a comprehensive training strategy that identifies current and future gaps in knowledge, skills, and abilities and develop a plan to address those needs. Leadership development is a long-term process, and a strategic approach is needed to address future needs.

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4. To support a strategic approach to training and efficiently allocate resources, training costs should be better tracked and a training budget that aligns with the strategic training plan should be developed.

Allocated to various funding sources and operational programs, the Department's training budget has been somewhat fragmented. Developing a comprehensive training budget that aligns with a department-wide training plan would allow SFD to deploy its training resources more strategically. Additionally, costs for training new and existing staff have not been well-tracked; for example:






- *Recruit Training Officers* - For every 5 to 6 recruits that a city enrolls in the Regional Fire Academy, each jurisdiction is expected to provide one Recruit Training Officer (RTO). This means temporarily reassigning a Captain, requiring their regular shift to be covered by another Captain. This is often through overtime, but shifts may also be covered by an available Rover. Currently, these costs are estimated and applies overtime costs at the highest Captain pay rate, but actual costs are not verified.
- *Scottsdale Recruit Academy* – With the opening of the new Training Facility in January 2025, SFD now also hosts Regional Fire Academies. The Training unit has begun tracking Academy-related costs, such as materials and RTO costs. However, some facility and operational costs are not yet tracked, including indirect costs such as utilities, cleaning and maintenance, and administrative and operational salaries. Like other members of the Regional system, SFD charges a standard rate to other cities for Academy enrollment. To efficiently manage its program as it matures, full operating costs should be evaluated.
- *Captain Academy* – SFD held its first 14-week Captain Academy in 2025 with an initial enrollment of 50 participants. Because attendees often attend while off-duty, overtime costs may be incurred, as well as other program operating costs associated with this Academy.
- *Specialty training and continuing education* – SFD policy requires a minimum number of specialty-trained firefighters: aircraft rescue and firefighting (ARFF), hazardous materials (HazMat), and technical rescue (TRT). Firefighters with these designations are paid a supplemental rate if assigned to a position that requires it. While training fees can be tracked through invoices, the Department should also track personnel costs related to training attendance. In addition to these specialty certificates, firefighters hold various certifications that require continuing education to maintain.

C. A formal succession plan has not been developed. Many elements have been informally evaluated and need to be consolidated, while others need further refinement.

While SFD already engages in succession planning activities (as described in other sections of this report), creating a formal succession plan would include establishing sustainable framework for the on-going development of future leaders. Beyond the current need to fill positions vacated by retirements, the Department will need to assess its long-term and future talent requirements to help guide the next generation of firefighters. A succession plan will formalize the Department's approach to identifying leadership qualities and developing desired skills and aptitude.

The succession planning process is commonly grouped into five steps as outlined by Figure 6 below, and addressing these areas will help ensure a more robust and proactive approach to staffing and succession planning.

Figure 6. Common components of succession planning.

	Step 1 Identify Future Needs and Talent <ul style="list-style-type: none">• Maintain a strong foundation beginning with the recruitment process. Consider the size of the organization, performance expectations, city demographics, and service demands when applying recruitment strategies.• Determine future workforce needs, analyze job roles and long-term vision.• Perform continual assessment of turnover in key positions
	Step 2 Competency Development <ul style="list-style-type: none">• Develop well-defined competencies that align with department objectives, focusing on experience, knowledge, skills, and abilities.• Offer education opportunities and department-provided educational programs.• Provide training through mentoring, coaching, certifications, job rotation, special assignments, and ride-along programs.
	Step 3 Fair and Transparent Process <ul style="list-style-type: none">• Ensure fairness in the succession planning process, starting from the hiring phase.• Provide a career development guide, appropriate prerequisite training and experience to all new firefighters.• Use checklists, task books, and evaluations to monitor progress and readiness for next promotional steps.
	Step 4 Leadership Continuity and Stability <ul style="list-style-type: none">• Guide firefighters in the advancement to company officers.• Encourage advancement to ensure a steady pipeline of qualified leaders.• Maintain leadership continuity to retain organizational knowledge and provide stability.
	Step 5 Monitoring and Evaluation <ul style="list-style-type: none">• Continuously monitor and evaluate the effectiveness of succession strategies to ensure they meet the evolving needs of the department.• Make succession planning the norm to sustain the organization over the long term.

SOURCE: Auditor analysis of publications and resources on succession planning issued by: International Fire Chiefs Association (IAFC), Arizona Fire District Association, Federal Emergency Management Agency (FEMA), and Firefighter Nation.

Recommendations

The Fire Chief should:

- 1.1 Develop a formal Succession Plan that includes recommended components, ranging from the identification of future needs and talents to continued monitoring and evaluation.

- 1.2 Evaluate options for reorganization or reclassification of existing positions as senior management personnel retire, in order to expand the pool of potential candidates.
- 1.3 Develop a career or professional development guide to create transparency in the staff development process, communicate career paths, and prepare them for future advancement. A handbook may include detailed information regarding promotional requirements, certificates and experience needed, and encourage staff to follow a professional development plan that includes recommended training and education.
- 1.4 Assess the strengths and readiness of existing talent pools and develop a comprehensive inventory of skills and qualifications to identify gaps in knowledge, skills, and abilities. Based on these insights, implement a strategic training plan to support workforce development and build long-term organizational capability.
- 1.5 Develop a department-wide training budget that aligns with the training plan and priorities.
- 1.6 Evaluate potential costs and benefits of retaining availability of specialty-certified firefighters, including encouraging annual continuing education for those that are not actively filling specialty positions.
- 1.7 Track and monitor the full cost of training new and existing staff to improve program efficiency.

2. Using overtime to cover daily shift staffing can be costly and does not allow SFD to hire and train additional firefighters to fill upcoming vacancies.

The Department uses a staffing calculator it developed to estimate the number of firefighters needed to maintain “constant staffing”, the number of duty posts that must be filled daily to provide services 24 hours a day, 365 days a year. Overall, the calculator uses a sound methodology. However, recent and ongoing organizational changes, including retirements and rank promotions, require refinement of staffing calculations to better manage overtime and plan for future staffing needs. Funded positions for FY 2025/26 will not sufficiently provide for constant coverage, requiring overtime for shift relief, and while adequately funded, FY 2024/25 staffing was impacted by higher turnover, rank promotions and increasing training needs. In the short term, reducing overtime by increasing the number of staffed positions would also allow SFD to train more firefighters to fill the anticipated future vacancies.

A. By the end of FY 2025/26 minimum staffing needs will be greater than the number of authorized positions, increasing reliance on overtime to cover daily operational shifts.

New positions were added for FY 2025/26 through the budget appropriation process for additional ambulances and staffing of a new fire station and an additional fire engine. These new units will be deployed incrementally. However, as shown in Table 3, on page 14, once fully deployed, the number of positions needed for constant staffing will exceed the approved FTE by 9, the Department may need to rely on overtime to cover operational shifts.

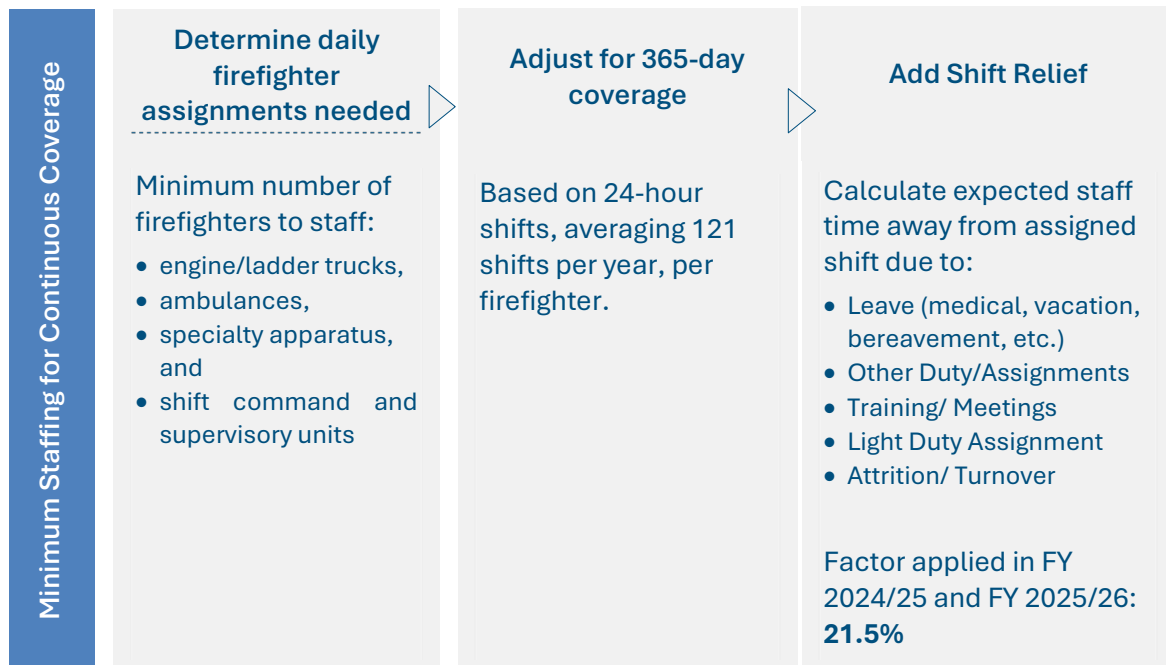
Table 3. FY 2025/26 minimum daily staffing coverage will exceed the approved FTE.

	Daily Posts	Firefighters needed for 365-day coverage	Adjusted to include Shift Relief	Approved FTE
Deputy Chief	1	3	3	3
Battalion Chief	3	9	9	9
Captain	22	66	85	93
Engineer	21	63	81	79
Firefighter	48	145	184	169
Total	95	286	362	353

SOURCE: Auditor analysis of SFD Staffing Calculator and FY 2025/26 Adopted Budget.

SFD's Constant Staffing model outlines the methodology used to calculate the minimum number of personnel required to provide services. Routine and expected overtime for regular shift coverage can be reduced by staffing additional personnel to provide shift relief. The shift relief factor accounts for additional staffing needed to cover expected staff absences, other duty assignments, training, meetings, and personnel turnover. Over the past couple of years, SFD has adopted a shift relief factor of 21.5%, as described in Figure 7.

Figure 7. Elements of the SFD Constant Staffing Calculator.



SOURCE: Auditor analysis of FY 2025/26 SFD Staffing Calculator and FY 2024/25 SFD Leave analysis.

B. Promotions, job changes and increasing demand for training also impacted staffing in FY 2024/25, leading to higher overtime costs.

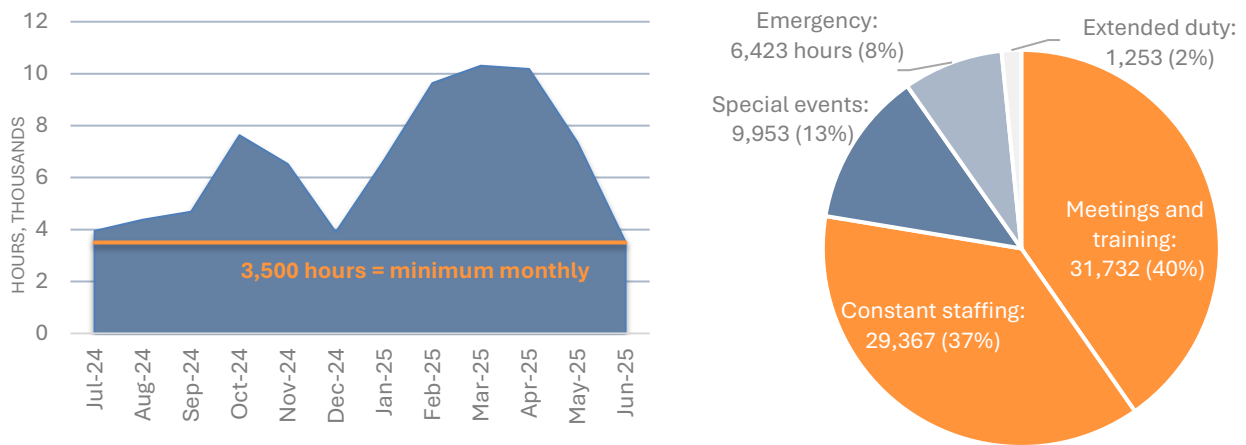
During FY 2024/25 the Department spent approximately \$5.6 million on overtime costs, plus related benefits, representing a 51% increase from the prior fiscal year.

Although the Department's staffing calculations aligned with the authorized personnel levels, about 77% of overtime expenditures were related to shift coverage, meetings, and training, as shown in Figure 8. The effectiveness of SFD's constant staffing model was impacted by recent increases in hiring and promotions, and expanded demand for training, resulting in temporary vacancies.

1. SFD's staffing calculator accounts for departures but increases in vacancies related to promotions or job change also led to staffing shortfalls.

Through the budget request process, the department was approved for a total of 338 sworn firefighter FTEs for FY 2024/25. Of these, 309 FTEs were designated for constant staffing coverage, as shown in Table 4, on page 16.

Figure 8. About 77% of overtime hours were used to cover daily staffing or meetings and training.



SOURCE: Auditor analysis of timesheet data for 56-hour positions for FY 2024/25.

Our review of payroll expenditures for 56-hour firefighters indicated that some captain and firefighter positions were either vacant or partially vacant due to separations, promotions, and job changes. While SFD's shift relief methodology accounts for separations and time required to fill the resulting vacancy, it does not appear to factor in staffing gaps from promotions in rank or changes in job assignments. Given the anticipated retirements and rank promotions, these gaps in position coverage are likely to continue in the next few years.

(continued on next page)

Table 4. FY 2024/25 filled firefighter positions were less than minimum staffing.

	Daily Posts	Adjusted for 365-day Coverage and Shift Relief (FTE)	Adopted FTE	Filled FTE ^b	Minimum Staffing, Not Filled
Deputy Chief	1	3	3	2.9	0.1
Battalion Chief	2	6	9	5.7	0.3
Captain	19	73	81	64.9	8.1
Engineer	18	70	76	63.4	5.8
Firefighter	38	146	140	124.1	21.9
Total	78 ^a	298	309	261	37.0

Notes: ^a Phase 1 of the Ambulance Program, adding 6 firefighters, was rolled out mid-year, and left partially unfilled positions.

Auditor counts exclude staffing for Station 612 or a 3rd Battalion unit, which will not be staffed until FY 2025/26.

Shift relief is not calculated for Deputy and Battalion Chiefs.

^b Filled FTE calculated based on total regular pay hours charged to each 56-hour position, averaged over 2,912 hours per year. For example, an employee that was paid 50% of their hours in a different position would be counted as .5 FTE.

SOURCE: Auditor analysis of SFD's FY 2024/25 constant staffing calculations, SmartStream payroll expenditure report, and Adopted (Budget) FTE.

Further, during FY 2024/25 the Department hired 61 new recruits; these recruit hours filled the equivalent of 13 to 14 full-time Firefighter positions while attending the Fire Academy. The Department's personnel budget authorized 48 Pipeline positions that allow it to hire personnel before a position becomes vacant. These Pipeline positions are partially funded at the equivalent of 1 FTE and recruits are placed into firefighter positions when they become vacant. Beginning FY 2024/25, the Department also used nine Proposition 207-funded positions as additional pipelines on a temporary basis.

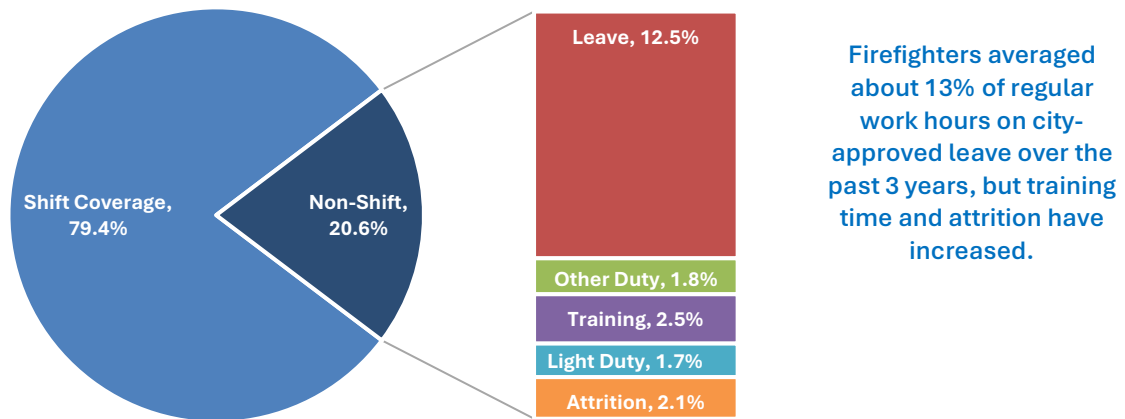
Additionally, unfilled Captain shifts must be covered by personnel who can act as a Captain (usually another Captain or an Engineer who has completed the basic role requirements). Higher turnover and vacancies in the Captain rank increases the likelihood of overtime incurred by Captains.

2. Adjustments to staffing calculations may be needed to reflect the expanded training time required to develop firefighters for advanced roles.

As training demands have grown to support promotions and newer firefighters, improved data tracking would help assess the appropriate shift relief needed for Recruit Training Officers and training attendance. For example, as noted in Finding 1, time sheet codes were not consistently used to track time spent attending and/or providing shift coverage for trainers at academies. As well, past training time may not appropriately reflect future needs. As the Department develops a strategic Training Plan (Finding 1), it will need to evaluate whether to apply additional shift relief in its staffing model or use overtime to address higher training needs.

(continued on next page)

Figure 9. FY 2024/25 breakdown of average Firefighter time, shift and non-shift.



SOURCE: Auditor analysis of SFD leave tracking tool for FY 2024/25.

C. Analyzing time spent on special event staffing and other activities would allow a more comprehensive evaluation of staffing needs.

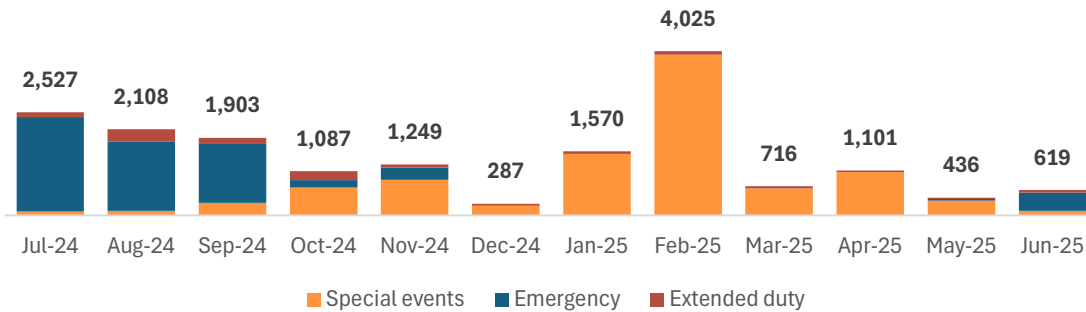
For fire-related activities beyond daily constant staffing, including special event staffing and wildland fire response, SFD typically staffs these activities through overtime, depending on daily shift coverage needs. Specifically:

- **Wildland firefighting and Emergencies:** Currently, only overtime hours are tracked, and these are grouped with state deployments and other emergencies, making it difficult to isolate time spent specifically on wildland fire response.
- **Special events:** Fire department staffing at special events may be required by the event permit and non-city events are reimbursed by event producers. Generally, SFD expects to staff special events using overtime, unless minimum staffing needs have been met. For special events, only the overtime hours are recorded in the timekeeping system. Tracking of reimbursable hours is done separately.
- **Extended duty:** When staff are asked to stay beyond their regular shift, they use a timesheet code to record extended duty hours. However, this code does not specify the reason for the extended duty, which could include maintaining minimum staffing levels due to an unplanned coworker absence, covering for someone attending training, or extending a workday due to a fire incident.

Tracking and analyzing other uses of overtime could help SFD determine whether some portion of these activities are recurring and should be considered in its staffing calculations to help manage overtime.

(continued on next page)

Figure 10. Overtime for emergencies, special events and extended duty during FY2024/25.



SOURCE: Auditor analysis of timesheet data for 56-hour positions for FY 2024/25.

D. Opportunities exist to enhance its staffing and shift assignment processes:

- 1. Document assumptions and supporting details used to develop staffing calculations.** The Department may update its constant staffing calculations based on changes during the year or recalculated based on authorized (funded) personnel. However, supporting data or changes are not documented with the final calculations.
- 2. Automate Assignment of Rovers and Overtime.** The process for assigning rovers and managing overtime is in-part manual and time consuming. Although the Department has established rules in its scheduling system for prioritizing assignment of unfilled shifts, much of the process for staffing assignments continues to be manual. A Deputy Chief reviews the daily roster to identify available staff eligible to fill open shifts. The Deputy Chief contacts each firefighter to confirm the assignment. Automating this process would reduce administrative workload and also ensure that rules established to equitably assign overtime, while managing costs and potential firefighter exhaustion are maintained.

Recommendations

The Fire Chief should:

- 2.1** Evaluate whether adjustments to its constant staffing calculation may be needed to address vacancies related to rank promotions and job change, as well as increasing training needs. This evaluation should also consider the costs and benefits of increasing staffing or using overtime to fill staffing needs.
- 2.2** Document data and assumptions used in its staffing calculations, including subsequent changes to those inputs.
- 2.3** Track and analyze staff hours relating to wildland firefighting and special event staffing to evaluate future staffing needs.
- 2.4** Explore further automation to streamline the shift assignment process and ensure overtime assignment policies are consistently applied.

METHODOLOGY

To accomplish our objectives, we performed the following:

- Interviewed SFD staff, including the Fire Chief, Assistant Fire Chief, Deputy Fire Chief of Professional Standards, Deputy Fire Chief of Training, and the Fire Finance Manager.
- Gained an understanding of relevant laws, regulations, policies/procedures, agreements, and recommended practices including:
 1. Relevant sections of Arizona Revised Statutes Title 38, related to the Public Safety Personnel Retirement System.
 2. National Fire Protection Association 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.
 3. Agreements and other documents for the Arizona Fire and Medical Authority Regional Automatic Aid System.
 4. Publications by the Arizona Fire Department Association and the Federal Emergency Management Agency (FEMA).
 5. Relevant SFD policies, budget information, and FY2023-2026 Strategic Plan.
- Reviewed SFD staffing model, analyzing current staffing, expected retirements, and future staffing needs. This included:
 1. Analyzing Telestaff, WebTime and Human Resources data for FY 2021/22 through FY 2025/26 to evaluate compliance with department staffing guidelines and recommended practices.
 2. Evaluating the departments controls for staff assignments of rovers and overtime in addition to fire station and apparatus assignments.
 3. Evaluated the methodology used in its staffing calculations, including data used to develop its shift relief factor.
- Assessed the effectiveness of SFD Succession Planning strategies.
 1. Reviewed SFD Succession Planning documents including consultant reports, PSPRS actuarial reports dated 2016 and 2024, SFD list of DROP participants, SFD staff demographic data.
 2. Reviewed training and promotional programs, including content, staffing and attendance and cost records. Assessed how the department develops essential skills and specialized training.
 3. Verified hiring and recruitment numbers for the past 5 years.

Audit Standards

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. Audit work took place from May to August 2025.

MANAGEMENT ACTION PLAN

1. A succession plan with expanded training and development strategies is needed to prepare SFD for the retirement of many top-ranking firefighters over the next few years.

Recommendations

The Fire Chief Should:

Priority	Recommendation
Med-High	1.1 Develop a formal Succession Plan that includes recommended components, ranging from the identification of future needs and talents to continued monitoring and evaluation.
Responsible Party: Tom Shannon/Fire Chief Est. Completion Date: December 2025 Ongoing	Management Response: Agree Proposed Resolution: Management agrees with the audit finding recommending the development of a formal Succession Plan that encompasses the identification of future needs, talent development, and ongoing monitoring and evaluation. The department is currently crafting a draft Succession Plan Strategy and actively developing a comprehensive 3–5-year workforce sustainability roadmap designed to address imminent retirements and skill attrition. This plan will emphasize early identification of emerging leaders, structured mentorship, specialty training pipelines, promotional preparation, and knowledge transfer programs to preserve institutional expertise and ensure operational continuity. The plan also incorporates deliberate financial planning, targeted recruitment and retention strategies, and a robust communication framework for both internal and external stakeholders. Together, these measures establish a proactive, structured, and sustainable approach to succession management, aligning directly with the recommended components identified in the audit. SFD remains committed to continuously monitoring and evaluating the plan's effectiveness to maintain leadership readiness, operational resilience, and the trust of the Scottsdale community.

Priority	Recommendation
Low	1.2 Evaluate options for reorganization or reclassification of existing positions as senior management personnel retire, in order to expand the pool of potential candidates.
Responsible Party:	Management Response: Agree Proposed Resolution:

Tom Shannon/Fire Chief	<p>Management agrees with the finding recommending evaluation of options for reorganization or reclassification of existing positions as senior management personnel retire, with the goal of expanding the pool of potential candidates.</p> <p>The SFD recognizes that the upcoming wave of retirements among Chief Officers, and other key leadership roles presents both challenges and opportunities to strengthen organizational capacity.</p> <p>The department has identified incumbent personnel in other management positions who already possess the leadership skills and operational experience necessary to effectively lead department divisions. In response, SFD is reviewing current organizational structures, role responsibilities, and classification levels to identify opportunities for realignment, cross-functional assignments, and potential reclassifications. These efforts aim to broaden the candidate pool for senior positions while ensuring continuity of leadership and operational effectiveness.</p> <p>By combining these strategies with the department's ongoing succession planning and talent development initiatives, We hope to sustain organizational resilience, leadership continuity, and the ability to meet the evolving needs of the community.</p>
Est. Completion Date: Ongoing	

Priority	Recommendation
Med	<p>1.3 Develop a career or professional development guide to create transparency in the staff development process, communicate career paths, and how to prepare for future advancement. A handbook may include detailed information regarding promotional requirements, certificates and experience needed and encourage staff to follow a professional development plan that includes recommended training and education.</p>
<p>Responsible Party:</p> <p>Eric Valliere/ Assistant Chief Professional Services</p> <p>Cliff Hills/ Deputy Chief Professional Standards</p> <p>Est. Completion Date: July 2026</p>	<p>Management Response: Agree</p> <p>Proposed Resolution:</p> <p>Management agrees with the findings. The SFD recognizes the value of a structured resource that clearly outlines promotional requirements, certifications, experience, and recommended training and education to support professional growth.</p>

Priority	Recommendation
Med-High	<p>1.4 Assess the strengths and readiness of existing talent pools and develop a comprehensive inventory of skills and qualifications to identify gaps in knowledge, skills, and abilities. Based on these insights, implement a</p>

	strategic training plan to support workforce development and build long-term organizational capability.
<p>Responsible Party:</p> <p>Tom Shannon/Fire Chief</p> <p>Eric Valliere/ Assistant Chief Professional Services</p> <p>Est. Completion Date: June 2026</p> <p>Ongoing maintenance.</p>	<p>Management Response: Agree</p> <p>Proposed Resolution:</p> <p>To strengthen organizational capability and prepare for future demands, SFD management proposes the development of a strategic training plan built on a clear understanding of current workforce capacity. We will assess the strengths and readiness of existing talent pools through minimum company standards, post training knowledge gained tools and then logging comprehensive inventory of employee skills, qualifications, and certifications. This information will be housed and updated in our Professional Standards Division.</p> <p>By comparing this with organizational goals and operational requirements, management will identify gaps in knowledge, skills, and abilities that must be addressed to ensure performance.</p> <p>A targeted training strategy will continue to be implemented to close capability gaps and build a future-ready workforce. The plan will provide a mix of technical training, leadership development, and professional growth opportunities delivered through classroom instruction, hands-on training, mentorship, and online platforms.</p> <p>Progress will be evaluated through measurable post course assessments and annual reviews, ensuring the plan remains aligned with evolving organizational priorities. This approach is expected to reduce skill gaps, strengthen leadership pipelines, and enhance organizational adaptability, representing a lasting investment in workforce development and operational excellence</p>

Priority	Recommendation
Med-High	1.5 Develop a department-wide training budget that aligns with the training plan and priorities.
<p>Responsible Party:</p> <p>Tom Shannon/Fire Chief</p> <p>Est. Completion Date: Ongoing</p>	<p>Management Response: Agree</p> <p>Proposed Resolution:</p> <p>Management agrees with the finding and will develop a department-wide training budget that aligns with the strategic training plan and priorities. As a regional training host and provider, the department will establish mechanisms to separate Scottsdale Fire Department-specific training from regionally supportive programs, including cost-recovery processes and recognition of overhead expenses such as facilities, staffing, and equipment. The budget will be reviewed annually to ensure resources are aligned with evolving organizational and regional needs while maintaining financial sustainability.</p>

Priority	Recommendation
Med	1.6 Evaluate potential costs and benefits of retaining availability of specialty-certified firefighters, including encouraging annual continuing education for those that are not actively filling specialty positions.
<p>Responsible Party:</p> <p>Tom Shannon/Fire Chief</p> <p>Eric Valliere/ Assistant Chief Professional Services</p> <p>Est. Completion Date: FY 26/27</p> <p>And ongoing.</p>	<p>Management Response: Agree</p> <p>Proposed Resolution:</p> <p>Management agrees with the finding and recognizes the value of maintaining specialty certifications across the workforce, even for personnel not actively assigned to specialty teams. To address this, the department will evaluate options for providing financial incentives that encourage firefighters to retain and renew specialty certifications while remaining in non-specialty roles. Additionally, management will assess the costs and benefits of sustaining a pool of specialty-certified personnel who can provide surge capacity or fill vacancies as needed. As part of this effort, the department will explore requiring or supporting continuing annual education for specialty-certified firefighters who are not actively filling those positions, ensuring their skills remain current and deployable. This approach is expected to strengthen organizational flexibility while balancing the financial impact of incentive and training investments.</p>

Priority	Recommendation
Low-Med	1.7 Track and monitor the full cost of training new and existing staff to improve program efficiency.
<p>Responsible Party:</p> <p>Tom Shannon/Fire Chief</p> <p>Eric Valliere/ Assistant Chief Professional Services</p> <p>Teresa Martin/ Financial Services SFD</p> <p>Est. Completion Date: Immediate and ongoing</p>	<p>Management Response: Agree</p> <p>Proposed Resolution:</p> <p>Management agrees with the findings and acknowledges the importance of tracking and monitoring the full cost of training for both new and existing staff to improve program efficiency. Over the next three to five years, the department anticipates substantial attrition that will require significant investment in onboarding and training new employees, while also maintaining competency and development for incumbents. In addition, the opening of the new training center will necessitate precise cost accounting to capture all direct and indirect expenses associated with training delivery. Management will implement processes to track and monitor training costs at a detailed level, ensuring accurate allocation of expenses, improved efficiency, and a clear understanding of the financial impacts of both workforce transition and expanded training operations.</p>

2. Using overtime to cover daily shift staffing can be costly and does not allow SFD to hire and train additional firefighters to fill upcoming vacancies.

Recommendations

The Fire Chief should:

Priority	Recommendation
Med	2.1 Evaluate whether adjustments to its constant staffing calculation may be needed to address vacancies related to rank promotions and job change, as well as increasing training needs. This evaluation should also consider the costs and benefits of increasing staffing or using overtime to fill staffing needs.
Responsible Party: Tom Shannon/Fire Chief Eric Valliere/Assistant Chief Professional Services Teresa Martin/Financial Services SFD Est. Completion Date: Semiannually Ongoing Fiscal years.	Management Response: Agree Proposed Resolution: Management agrees with the findings and will evaluate whether adjustments to the constant staffing calculations are needed to account for vacancies created by promotions, job changes, and increasing training demands. While vacancy trends from typical causes such as illness, injury, and military leave can generally be estimated, what is more difficult to predict—and critical to consider—is the constant staffing impact during the transition period between the departure of a firefighter, engineer, captain, or chief officer and the time their replacement is fully trained and operationally ready. This gap often requires sustained overtime or temporary staffing adjustments that can materially affect costs. As part of this evaluation, management will weigh the costs and benefits of increasing staffing levels against the use of overtime to ensure operational readiness, financial sustainability, and continuity of service delivery. This strategy will be revisited semiannually to assure that any upstaffing of personnel to minimize overtime is paced appropriately to match departure rates. This will ensure minimum costs for minimum staffing.

Priority	Recommendation
Med	2.2 Document data and assumptions used in its staffing calculations, including subsequent changes to those inputs.
Responsible Party: Tom Shannon/Fire Chief Clint Steeves/Assistant Fire Chief Operations	Management Response: Agree Proposed Resolution: The staffing calculator designed by SFD staff has served the department well and captures the known constants regarding daily staffing. Management agrees with the findings and recognizes the importance of documenting the data and assumptions used in staffing calculations, as well as any subsequent changes to those inputs. There are established mathematical constants that

<p>Teresa Martin/ Financial Services SFD</p> <p>Est. Completion Date: December 2025 then Annually to match budget process.</p>	<p>can be reliably incorporated into these calculations, such as the number of daily staffed response personnel, available human resources, and salary information. However, there are also variables that are less predictable, including attrition rates, rank changes, and the departure of compensable skill sets over the next three to five years. Management will ensure that both the known constants and anticipated variables are documented and regularly updated in staffing calculations to provide transparency, support decision-making, and enhance long-term workforce planning.</p>
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Priority	Recommendation
Med	2.3 Track and analyze staff hours relating to wildland firefighting and special event staffing to evaluate future staffing needs.
<p>Responsible Party:</p> <p>Tom Shannon/Fire Chief</p> <p>Clint Steeves/ Assistant Fire Chief Operations</p> <p>Teresa Martin/ Financial Services SFD</p> <p>Est. Completion Date: December 2025, then monthly.</p>	<p>Management Response: Agree</p> <p>Proposed Resolution:</p> <p>Management agrees with the finding and acknowledges the importance of tracking and analyzing staff hours related to wildland firefighting and special event staffing to inform future staffing needs. Management will implement processes to accurately capture these hours and distinguish between reimbursable staffing—where costs are offset by external funding—and staffing that impacts the department’s general fund. By analyzing both types of staffing, the department will gain insight into resource utilization, identify trends, and make data-driven decisions to ensure adequate staffing levels while maintaining financial accountability and operational readiness.</p>

Priority	Recommendation
Low	2.4 Explore further automation to streamline the shift assignment process and ensure overtime assignment policies are consistently applied.
<p>Responsible Party:</p> <p>Tom Shannon/Fire Chief</p> <p>Clint Steeves/ Assistant Fire Chief Operations</p> <p>Eric Valliere/ Assistant Chief Professional Services</p>	<p>Management Response: Agree</p> <p>Proposed Resolution:</p> <p>Management agrees with the findings and recognizes the potential benefits of further automating the shift assignment process to improve efficiency and consistency. We utilize Telestaff as our staffing program and have established policies that is cooperatively managed with the labor workforce to ensure balanced assignment opportunities, adherence to FLSA requirements, and consideration of special skills and certifications. Management will continue to evaluate options to enhance automation within this framework to streamline assignments, maintain equitable distribution of shifts, and ensure overtime</p>

<p>Est. Completion Date:</p> <p>December 2025</p> <p>Ongoing.</p>	<p>policies are consistently applied while preserving transparency and compliance.</p>
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Our Mission

The City Auditor's Office conducts audits to promote operational efficiency, effectiveness, accountability and integrity in City Operations.

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